

D E R I C L A L O U X
FOREWORD BY KEN WILBER



*"Impressive! Brilliant!
This book is a
world changer!"*
— JENNY WADE, Ph.D.,
author of *Changes of Mind*

Reinventing Organizations

A Guide to Creating Organizations
by the Next Stage of Human Consciousness

ORGANISATIONAL STRUCTURE

AFAC Beirut 2022

Background

- Modern organizations have brought about **sensational progress for humanity** in less than two centuries—the blink of an eye in the overall timeline of our species. None of the recent advances in human history would have been possible without organizations as vehicles for human collaboration.
- And yet, many people sense that the current **way we run organizations has been stretched to its limits**. We are increasingly disillusioned by organizational life. For people who toil away at the bottom of the pyramids, surveys consistently report that work is more often than not dread and drudgery, not passion or purpose. That the *Dilbert* cartoons could become cultural icons says much about the extent to which organizations can make work miserable and pointless.
- **Life at the top of the pyramids isn't much more fulfilling**. Behind the façade and the bravado, the lives of powerful corporate leaders are ones of quiet suffering too. Their frantic activity is often a poor cover up for a deep inner sense of emptiness. The power games, the politics, and the infighting end up taking their toll on everybody. At both the top and bottom, organizations are more often than not playfields for unfulfilling pursuits of our egos, inhospitable to the deeper yearnings of our souls
- Could it be that **our current worldview limits the way we think about organizations?**
- Could we **invent a more powerful, more soulful, more meaningful way to work together**, if only we change our belief system?

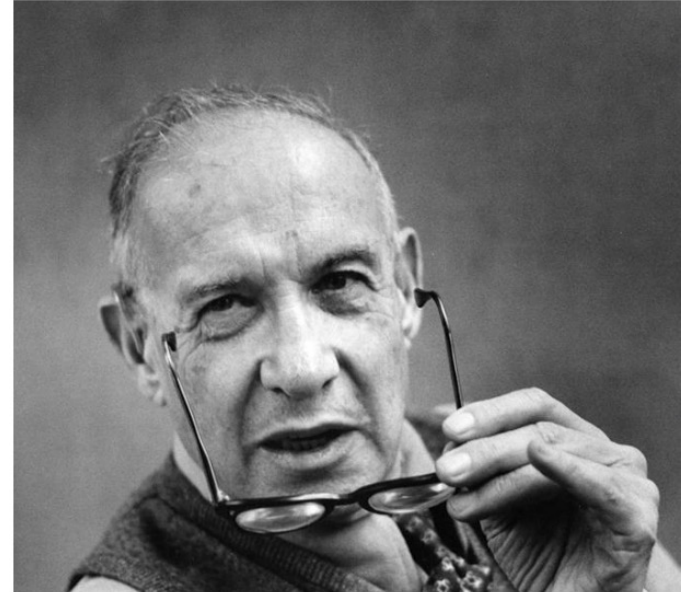
The basic question

- What do organizations molded around the **next stage** of consciousness look and feel like?
- Is it already possible to describe their **structures, practices, processes, and cultures** (in other words, to conceptualize the organizational model) in useful detail, to help other people set up similar organizations?
- Can we create organizations **free of the pathologies** that show up all too often in the workplace? Free of politics, bureaucracy, and infighting; free of stress and burnout; free of resignation, resentment, and apathy; free of the posturing at the top and the drudgery at the bottom?
- Is it possible to **reinvent organizations**, to devise a new model that makes work productive, fulfilling, and meaningful?
- Can we create **soulful workplaces**—schools, hospitals, businesses, and nonprofits—where our talents can blossom and our callings can be honored?

”

*The greatest danger in times of
turbulence is not the turbulence—
It is to act with yesterday's logic.*

Peter Drucker



Human development happens in stages, along various lines

How has humanity evolved from the earliest forms of human consciousness to the complex consciousness of modern times?

How do we human beings evolve today from the comparatively simple form of consciousness we have at birth to the full extent of adult maturity?

Example dimensions:

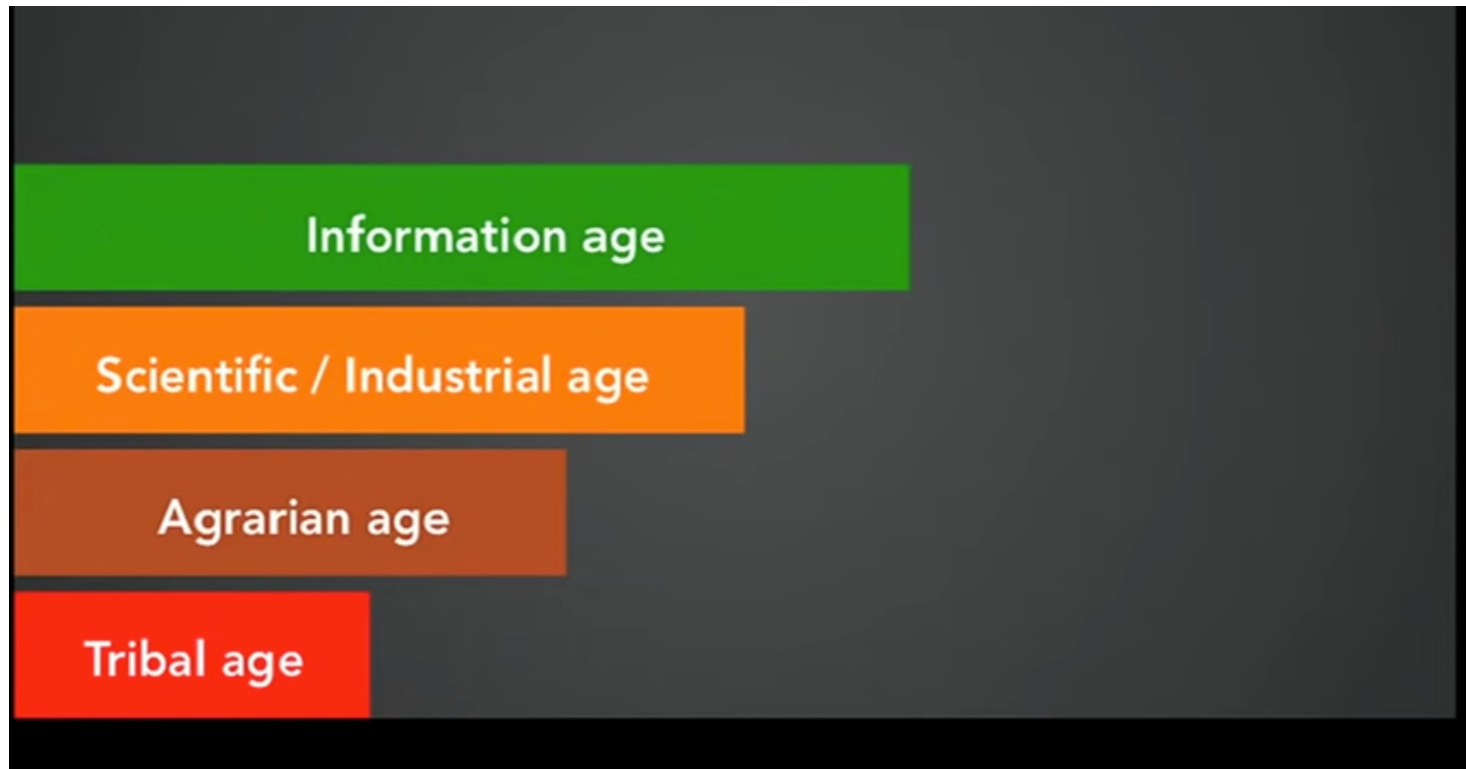
- needs (Maslow)
- worldviews (Gebser)
- cognitive capacities (Piaget),
- values (Graves),
- moral development (Kohlberg, Gilligan),
- self-identity (Loevinger),
- spirituality (Fowler),
- leadership (Cook-Greuter, Kegan, Torbert),

Humanity evolves in **stages**. We are not like trees that grow continuously.

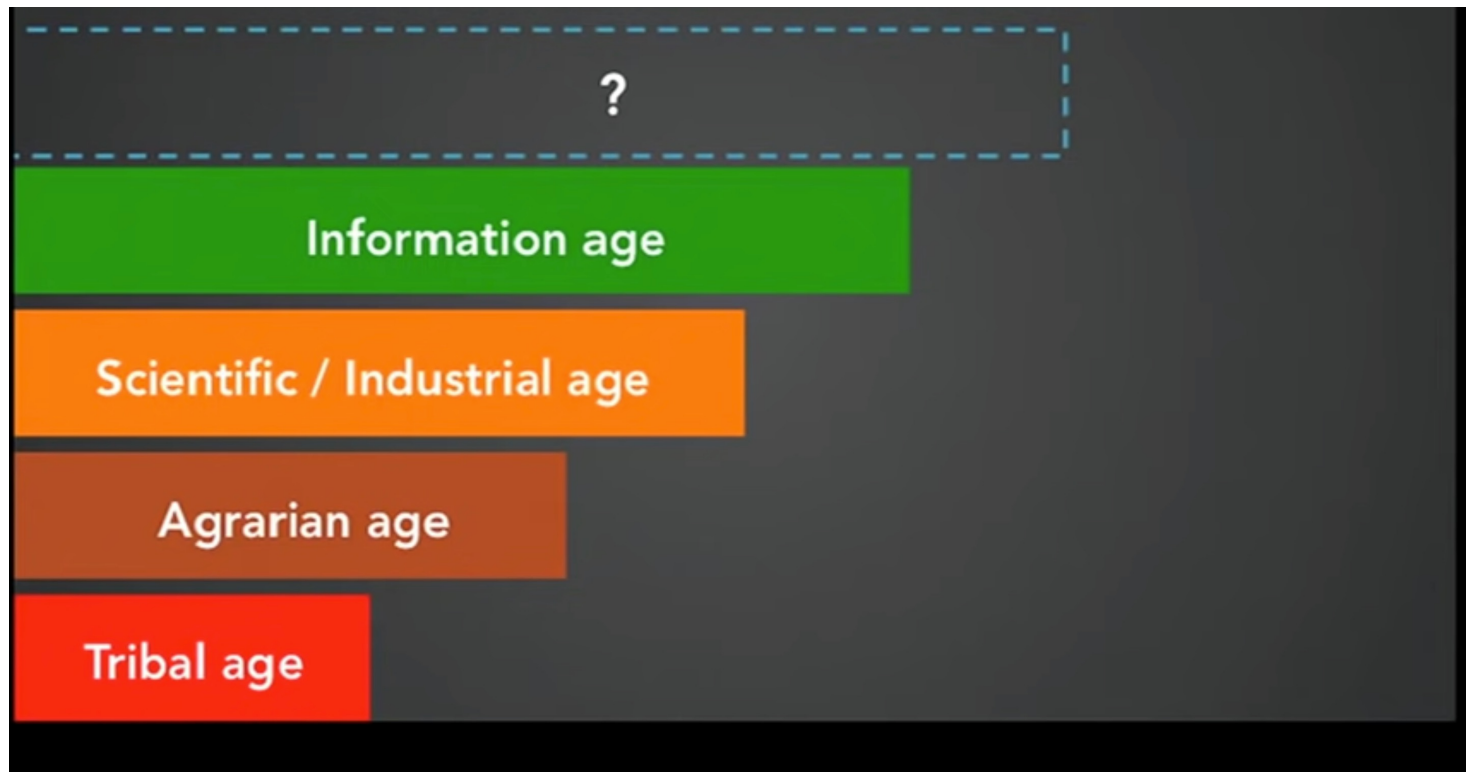
We evolve by sudden transformations, like a caterpillar that becomes a butterfly, or a tadpole a frog.



The times we live in



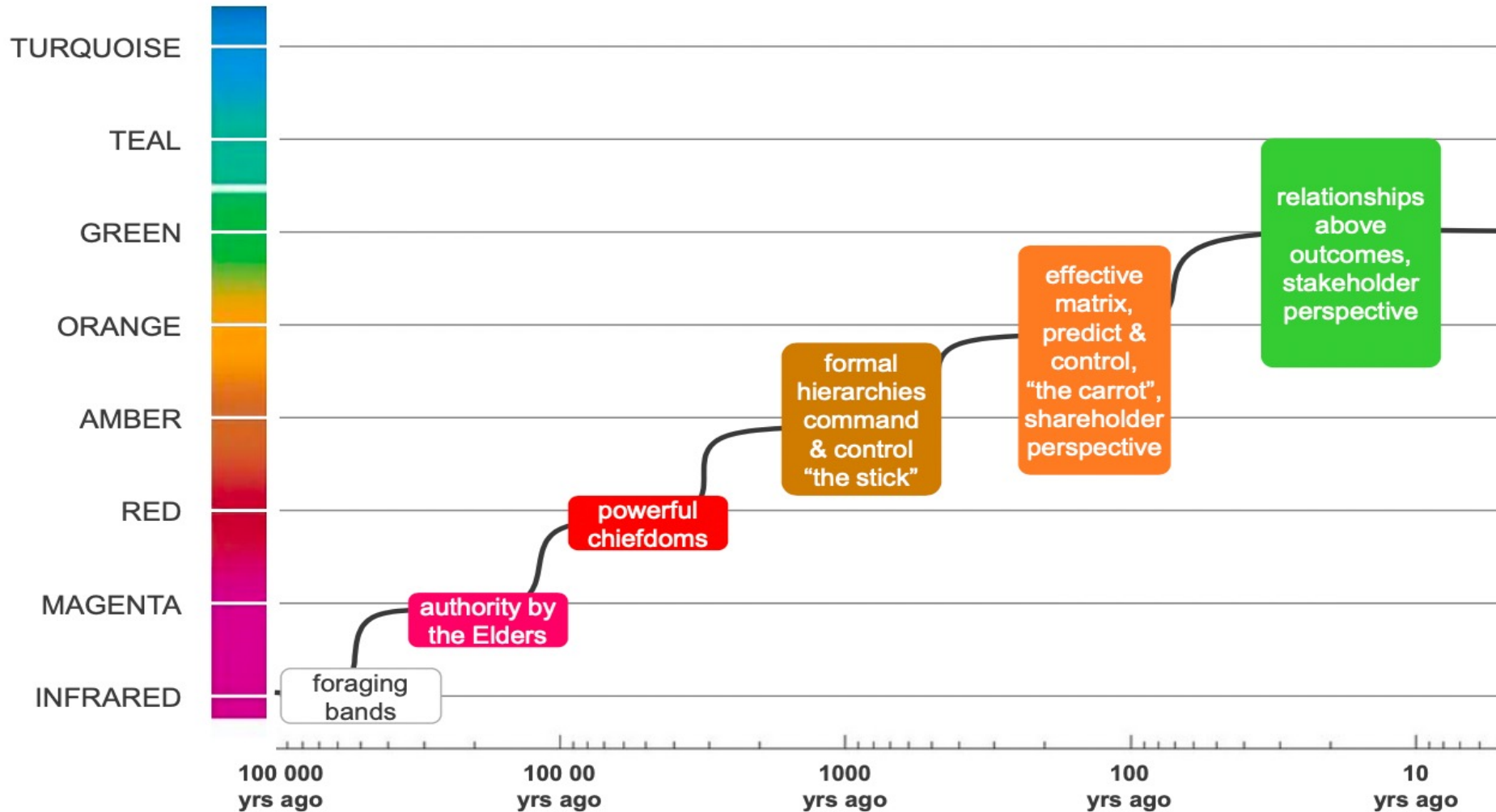
The times we live in



Human development

Overview of the main (organizational) paradigms

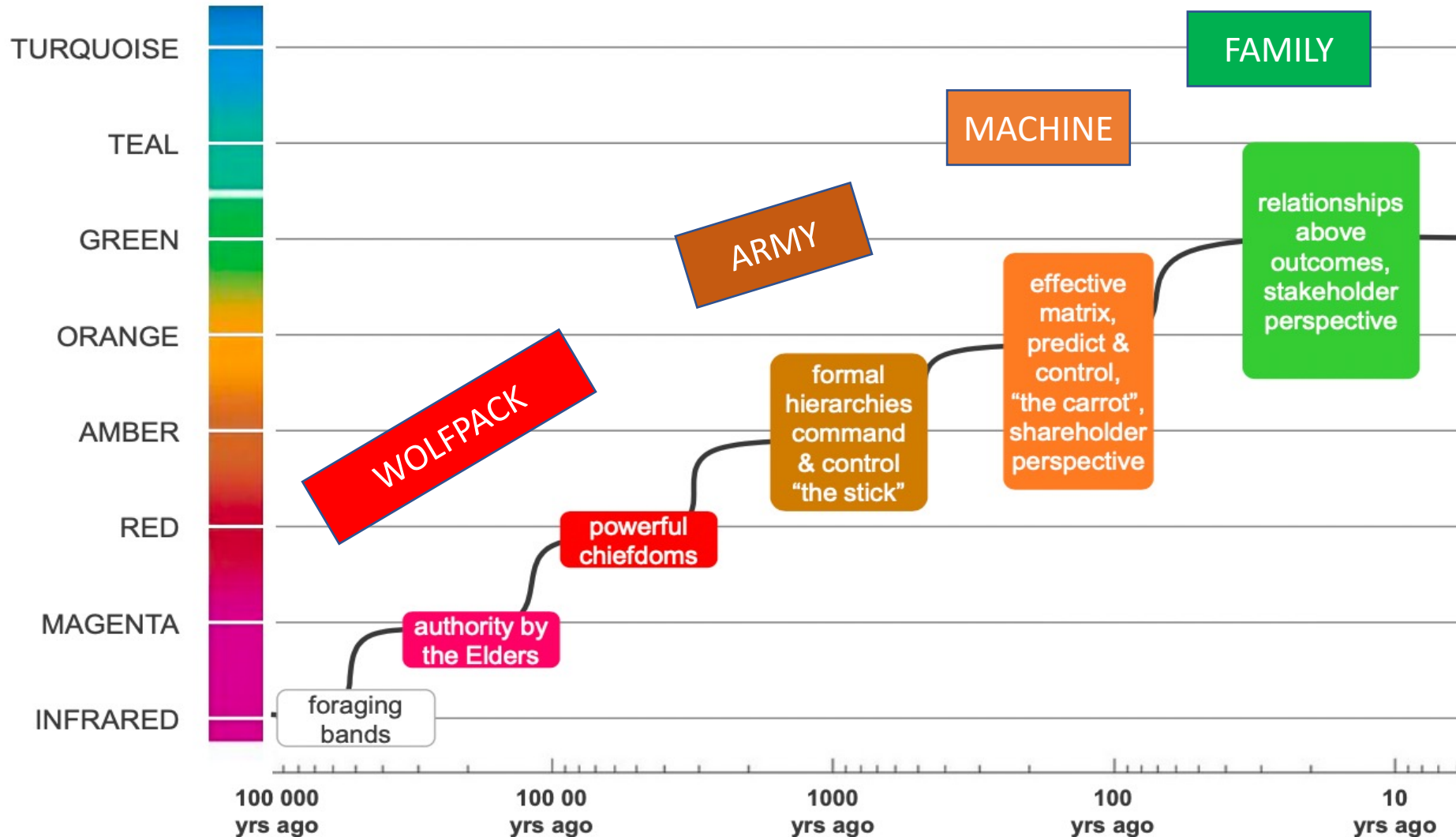
Levels of Consciousness



Human development

Overview of the main (organizational) paradigms

Levels of Consciousness



Hello game questions about each paradigm

- What's normal?

In a Red (Wolfpack) Organisation...

- What is normal?

In an Amber(Army) Organisation...

- What is normal?

In an Orange (Machine) Organisation...

- What is normal?

In a Green (Family) Organisation...

- What is normal?

In your ideal (dream) Organisation...

- What is normal?

(Impulsive) **RED** organizations

CHARACTERISTICS

- Constant exercise of power by chief to keep troops in line.
- Fear is the glue of the organization.
- Highly reactive, short term focus.
- Thrives in chaotic environments.

LEADERSHIP STYLE

- predatory

EXAMPLES

- Mafia
- Streetgangs
- Tribal militias



KEY BREAKTHROUGHS

- Division of labor
- Command authority

(Conformist) **AMBER** organizations

CHARACTERISTICS

- Highly formal roles within a hierarchical pyramid.
- Top down command and control (what and how).
- Stability valued above all through rigorous processes.
- Future is repetition of the past.

LEADERSHIP STYLE

- paternalistic-authoritative

EXAMPLES

- Catholic church
- Military
- Most government agencies
- Public school systems



KEY BREAKTHROUGHS

- **Formal roles**
(stable and scalable hierarchies)
- **Processes**
(long term perspectives)

(Achiever) **ORANGE** organizations

CHARACTERISTICS

- Goal is to beat competition; achieve profit and growth.
- Innovation is the key to staying ahead.
- Management by objectives (command and control on what; freedom on the how).

LEADERSHIP STYLE

- goal- and task-oriented, decisive

EXAMPLES

- Multinational companies
- Charter schools



KEY BREAKTHROUGHS

- **Innovation**
- **Accountability**
- **Meritocracy**

(Pluralistic) **GREEN** organizations

CHARACTERISTICS

- Within the classic pyramid structure, focus on culture and empowerment to achieve extraordinary employee motivation.

LEADERSHIP STYLE

- consensus oriented, participative, service

EXAMPLES

- Culture driven organizations
(e.g. Southwest Airlines; Ben&Jerry's ...)



KEY BREAKTHROUGHS

- **Empowerment**
- **Values-driven culture**
- **Stakeholder model**

(Evolutionary) **TEAL** organizations

CHARACTERISTICS

- Self-management replaces hierarchical pyramid.
- Organization is seen as a living entity, with its own creative potential and evolutionary purpose.

LEADERSHIP STYLE

- distributed leadership, with inner rightness and purpose as primary motivator and yardstick

EXAMPLES

- Patagonia
- FAVI
- Buurtzorg



KEY BREAKTHROUGHS

- **Self management**
- **Wholeness**
- **Evolutionary purpose**

TEAL EXAMPLE BUURTZORG



Evolutionary - Teal

„Can accept, that there is an evolution in consciousness, that there is a momentum in evolution towards ever more complex ways of dealing with the world.“

VALUES:

Evolutionary purpose, wholeness, self management

Pluralistic - Green

„Seeks fairness, equality, harmony, community, cooperation, and consensus. It insists that all perspectives deserve equal respect.“

VALUES:

Empowerment, values-driven culture, multiple stakeholder perspective

Achievement - Orange

„Effectiveness replaces morals. The better I understand the way operates, the more I can achieve.“

VALUES:

Innovation, accountability, meritocracy

Conformist - Amber

„Can plan for long term, and can create organizational structures that are stable and can scale.“

VALUES:

Long term perspectives, size and stability, formal roles, processes

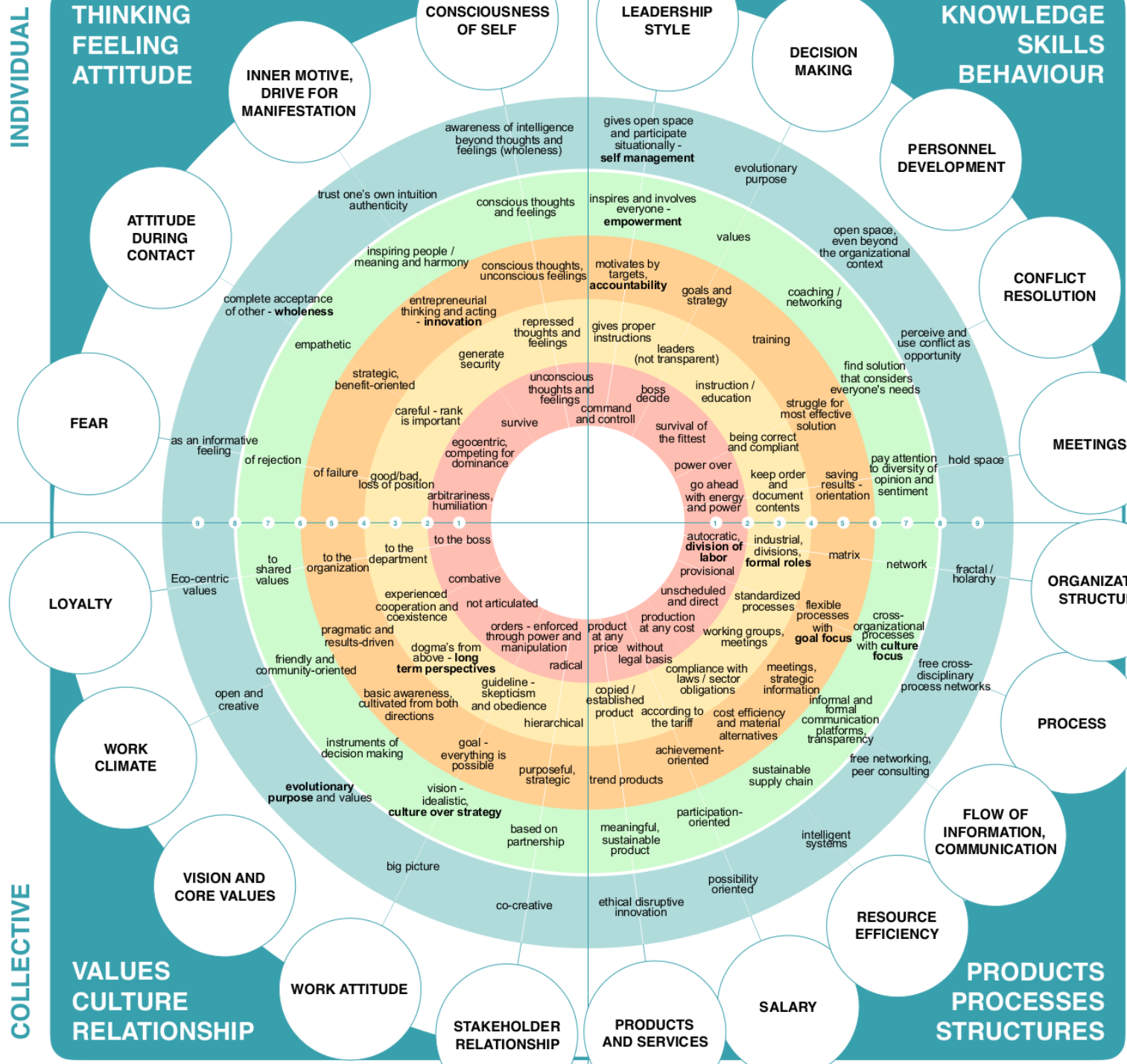
Impulsive - Red

„Well adapted to chaotic environments, but ill-suited to achieve complex outcomes in stable environments.“

VALUES:

Command authority, division of labor

Organizational stages of development



Apply to you...

Step 1 Divide your Work / Organisation
into five parts



Assess parts



Step 2 Think through for each part
which moments or processes have
Red, Amber, Orange or Green
characteristics



Human development

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Levels of Consciousness

